# Seniors

## ACCOUNTABILITY STATEMENT

This Business Plan for the three years commencing April 1, 2001 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as at April 3, 2001 with material economic or fiscal implications of which I am aware have been considered in preparing the Business Plan.

The Ministry's priorities outlined in the Business Plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this Business Plan.

*[ORIGINAL SIGNED]*

Stan Woloshyn, *Minister of Seniors*
April 10, 2001

## VISION

*A vibrant province where all Albertans experience the quality of life to which they aspire.*

## MISSION

Through leadership, teamwork and innovation, we *advance the quality of life for Alberta's seniors and people in need of housing* by providing information, programs and services.

## VALUES

In the pursuit of this mission, continued success is based on the following corporate values:

- Commitment
- Innovation
- Integrity
- Positive attitude
- Respect
- Teamwork

## MINISTRY CORE BUSINESSES

Alberta Seniors provides leadership in advancing a high quality of life for Albertans through its two core businesses:

1. supporting the independence and well-being of seniors; and
2. supporting family and special purpose housing needs.

### 1. SUPPORTING THE INDEPENDENCE AND WELL-BEING OF SENIORS

#### GOAL

To enable seniors to access the supports they need to live as independently as possible in a secure and dignified way.

The independence and well-being of seniors is supported through:

- Coordination of seniors' issues across government;
- Communication with seniors about programs and services;
- Administration of income support programs for seniors in need;
- Coordination of housing support to lower-income seniors; and
- Supporting the activities of the Seniors Advisory Council for Alberta.

### 2. SUPPORTING FAMILY AND SPECIAL PURPOSE HOUSING NEEDS

**GOAL**

To effectively manage and coordinate family and special purpose housing to ensure individuals and families in need have access to basic housing accommodation, in partnership with community-based housing authorities.

The family and special purpose housing needs of Albertans are met through:

- Ensuring provincial policies and legislation direct resources to those in need of shelter assistance;
- Developing cost-effective ways of enhancing existing housing and creating the opportunity for development of new housing; and
- Ensuring organizations involved in the delivery and administration of special purpose housing operate effectively and meet acceptable standards of accountability.

## LINK TO GOVERNMENT BUSINESS PLAN AND CROSS MINISTRY INITIATIVES

The Alberta Seniors business plan is closely aligned with each of the goals of the Government of Alberta's core businesses of People, Prosperity and Preservation. In carrying out its mandate, the ministry works collaboratively with ministries across government, as well as community and private sector organizations, to support initiatives that contribute to the government's vision. The ministry will participate in and support the cross ministry policy initiatives: Children and Youth Services Initiative, Aboriginal Policy Initiative and Economic Development Strategy.

Alberta Seniors welcomes the opportunity to lead the cross ministry Seniors Policy Initiative in 2001-02 by developing, in partnership with Alberta Health and Wellness, a government-wide strategic framework and 10-year action plan. This initiative reflects the priority placed on seniors' programs and services by the Government of Alberta. The Seniors Policy Initiative follows the completion of several important reports by government study groups such as the Steering Committee for the Government–Wide Study on the Impact of the Aging Population, and the Policy Advisory Committee for the Long Term Care Review. The Seniors Policy Initiative provides the coordinated context for translating these reports into concrete action for Alberta seniors.

In addition, the ministry continues to demonstrate its commitment to ensuring the success of the cross ministry key administrative initiatives: Corporate Human Resource Development Strategy, Alberta Corporate Service Centre Initiative, Corporate Information Management/ Information Technology Strategy, and Alberta One-Window Initiative.

## CRITICAL SUCCESS FACTORS AND STRETCH TARGETS

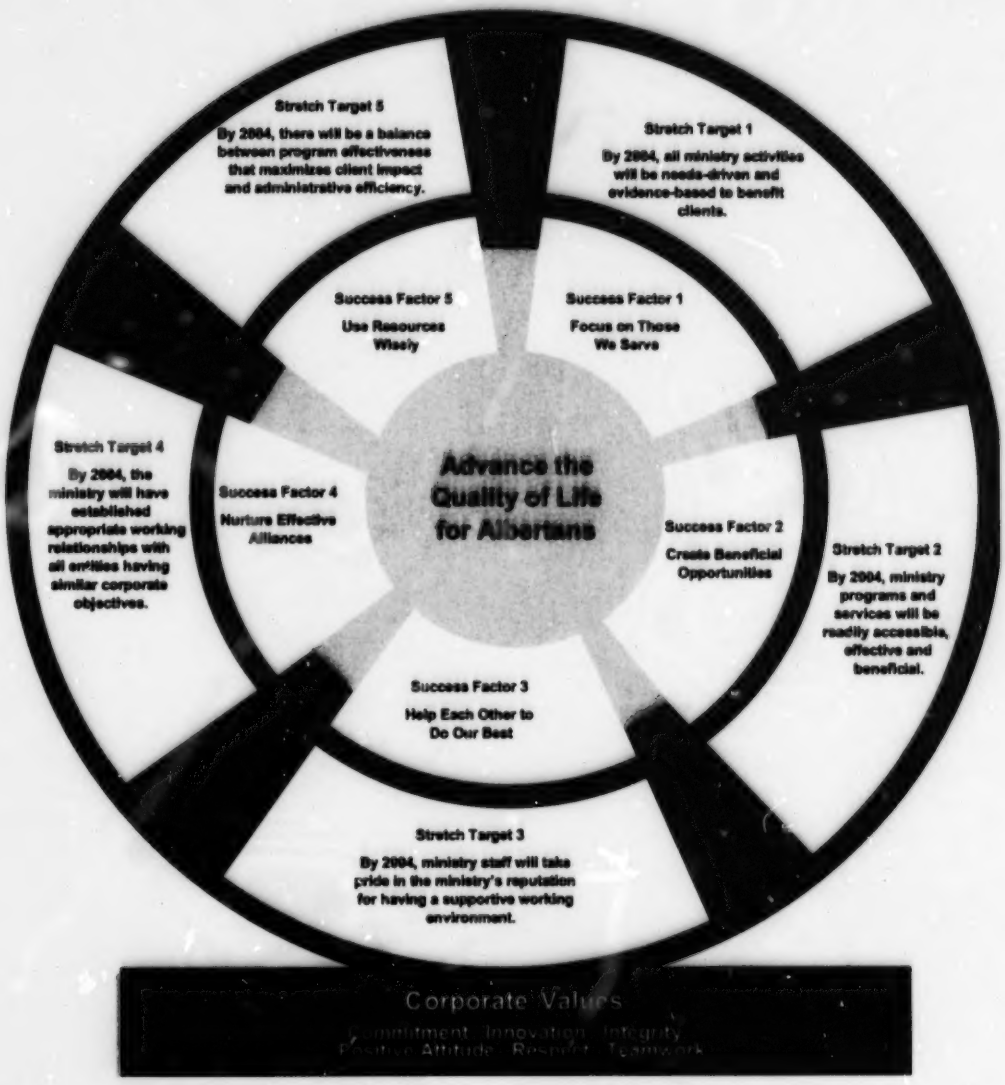
Five success factors that are critical to achievement of the ministry's mission have been identified. To be successful, the ministry must:

- Focus on those we serve;
- Create beneficial opportunities;
- Help each other to do our best;
- Nurture effective alliances; and
- Use resources wisely.

The ministry's business planning process has been designed to focus on this crucial link between the critical success factors and the ministry's mission. Each success factor is clarified below and "stretch targets" within each success factor highlight the ministry's commitment to continuous improvement and set the stage for definition of corporate initiatives that will move the ministry forward over the three-year period covered by this business plan.

| SUCCESS FACTOR | STRETCH TARGET |
|---|---|
| **Focus on those we serve**<br>• The ministry will work with Albertans to identify needs and an appropriate level of service within our legislated mandate and available resources. | • By 2004, all ministry activities will be needs-driven and evidence-based to benefit clients. |
| **Create beneficial opportunities**<br>• The ministry will develop policies and deliver programs that advance the quality of life for Albertans through innovation and continuous improvement. | • By 2004, ministry programs and services will be readily accessible, effective and beneficial. |
| **Help each other to do our best**<br>• Ministry staff will recognize each other's strengths, aspirations and needs, and work together to facilitate success. | • By 2004, ministry staff will take pride in the ministry's reputation for having a supportive working environment. |
| **Nurture effective alliances**<br>• The ministry will seek, create and maintain, mutually beneficial relationships based upon shared goals. | • By 2004, the ministry will have established appropriate working relationships with all entities having similar corporate objectives. |
| **Use resources wisely**<br>• The ministry will balance its resources to address the changing needs and expectations of our clients, while reflecting government-wide priorities and accountability requirements. | • By 2004, there will be a balance between program effectiveness that maximizes client impact and administrative efficiency. |

The diagram below illustrates the relationship between the mission, success factors and stretch targets and the importance of the underlying corporate values in achievement of the mission.


Stretch Target 5
By 2004, there will be a balance between program effectiveness that maximizes client impact and administrative efficiency.
Stretch Target 1
By 2004, all ministry activities will be needs-driven and evidence-based to benefit clients.
Success Factor 5
Use Resources Wisely
Success Factor 1
Focus on Those We Serve
Stretch Target 4
By 2004, the ministry will have established appropriate working relationships with all entities having similar corporate objectives.
Success Factor 4
Nurture Effective Alliances
Advance the Quality of Life for Albertans
Success Factor 2
Create Beneficial Opportunities
Stretch Target 2
By 2004, ministry programs and services will be readily accessible, effective and beneficial.
Success Factor 3
Help Each Other to Do Our Best
Stretch Target 3
By 2004, ministry staff will take pride in the ministry's reputation for having a supportive working environment.
Corporate Values

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## CORPORATE INITIATIVES

Alberta Seniors has identified a number of key corporate initiatives that cut across the ministry's core businesses or that are significant in moving the ministry towards achievement of the "stretch targets" within each critical success factor. Each core business of the ministry delivers a range of programs and services. In addition to the ongoing activities, there are a number of actions planned that may be unique to the period covered by this business plan. The ongoing programs and services, and those activities designed to meet specific needs or events, are detailed in the division business plans.

### FOCUS ON THOSE WE SERVE

| STRETCH TARGET | CORPORATE INITIATIVES |
|---|---|
| • By 2004, all ministry activities will be needs-driven and evidence-based to benefit clients. | • Consult with ministry clients about their expectations and needs and seek the views and opinions of Albertans and the organizations that represent them on seniors' and family and special purpose housing concerns.<br>• Lead the cross ministry Seniors Policy Initiative, in partnership with Alberta Health and Wellness, to strengthen the coordination of provincial government programs and services for seniors. Replace the *Government of Alberta Strategic Business Plan for Seniors* with a new strategic framework and 10-year action plan, with the goal of ensuring that programs and services meet the needs of current and future seniors and promote their quality of life, independence and choice. Incorporate the response to the *Government-Wide Study on the Impact of the Aging Population* into the 10-year plan to address the effects of an aging population on provincial programs and services.<br>• Improve long-range planning based on data from Alberta Seniors Benefit, Alberta Health and Wellness, Canada Customs and Revenue Agency and Statistics Canada to predict/analyze scenarios seniors may encounter.<br>• Improve our ability to estimate future housing needs. |

### CREATE BENEFICIAL OPPORTUNITIES

| STRETCH TARGET | CORPORATE INITIATIVES |
|---|---|
| • By 2004, ministry programs and services will be readily accessible, effective and beneficial. | • Develop strategies, including greater use of information technology, to increase access to information and services of the ministry and related organizations.<br>• Participate in the cross ministry Alberta One-Window Initiative to promote one-window access to government information.<br>• Review ministry programs and services to identify opportunities for improving accessibility, effectiveness and efficiency.<br>• Provide leadership and organizational assistance to seniors and housing organizations.<br>• Increase assistance to lower-income seniors through the Alberta Seniors Benefit and through the provision of operational funding for additional seniors lodge units under the Lodge Assistance Program.<br>• Finalize a Seniors Housing Policy Framework and implement the Family and Special Purpose Housing Policy Framework by coordinating community-based solutions to address the housing needs of Albertans.<br>• Facilitate the development of new supportive housing for seniors through the Healthy Aging Partnership Initiative that provides one-time capital funding to regional health authorities that enter into agreements with housing providers.<br>• Increase assistance to family and special purpose housing through the Rent Supplement Program.<br>• Upgrade seniors lodges to address functional obsolescence and health and safety concerns. |

## HELP EACH OTHER TO DO OUR BEST

| STRETCH TARGET | CORPORATE INITIATIVES |
|---|---|
| • By 2004, ministry staff will take pride in the ministry's reputation for having a supportive working environment. | • Further use of, and enhancements to, the ministry Intranet as an effective tool for sharing information on ministry and government-wide initiatives.<br>• Optimize employee access to information technology support, tools and training as an effective means to enable employees to do their best.<br>• Update the ministry Human Resource Plan and continue implementation of the government's Corporate Human Resource Development Strategy, including professional development opportunities, succession planning, learning and professional development accounts, and strategies to recognize long service and to celebrate successes.<br>• Clarify responsibilities for ministry staff and the linkages with branch, division and overall ministry business plans through the ministry performance management process.<br>• Implement strategies to address issues identified through employee surveys and other employee feedback mechanisms. |

## NURTURE EFFECTIVE ALLIANCES

| STRETCH TARGET | CORPORATE INITIATIVES |
|---|---|
| • By 2004, the ministry will have established appropriate working relationships with all entities having similar corporate objectives. | • Strengthen existing alliances with other government ministries, municipalities and other levels of government; and community, private sector and non-profit organizations.<br>• Identify and develop new partnerships with other government ministries, municipalities and other levels of government; and community, private sector and non-profit organizations.<br>• Work together with ministries, seniors' service providers, seniors' organizations, and other stakeholders to develop and implement the cross ministry Seniors Policy Initiative.<br>• Collaborate with Alberta Health and Wellness to form a Health and Housing Partnership, as recommended in the Broda Report, to work with stakeholders to identify and develop policies, standards and strategies required to expand supportive housing as an alternative to institutionalization to meet the needs of aging Albertans.<br>• Promote community-based, inexpensive housing solutions by encouraging partnerships with municipal governments, community groups, and the private and non-profit housing sectors.<br>• Conclude discussions with the Canada Mortgage and Housing Corporation toward a new federal/provincial social housing agreement.<br>• Lead the implementation of the Homelessness Strategy in conjunction with other ministries, municipal governments, local authorities, community groups and the private sector. |

## USE RESOURCES WISELY

| STRETCH TARGET | CORPORATE INITIATIVES |
|---|---|
| • By 2004, there will be a balance between program effectiveness that maximizes client impact and administrative efficiency. | • Maximize the efficiency of ministry operations and the effectiveness of ministry services through optimal use of information technology and information management including: improving Internet services to augment electronic access to ministry services and information; and optimizing the provision of planning and technical support to ministry users and for mission critical systems.<br>• Participate in the government's Alberta Corporate Service Centre Initiative and the cross ministry Corporate Information Management/Information Technology Strategy.<br>• Cooperate in the advancement of the government-wide capital planning initiative, including the Corporate Capital Overview, to facilitate planning and priority setting for the ministry's physical infrastructure program.<br>• Develop an effective means of identifying the capital and operational requirements of the ministry's seniors and family and special purpose housing areas.<br>• Ensure appropriate controls and systems are in place to meet the ministry's accountability obligations.<br>• Monitor housing programs and work with municipalities and management bodies to ensure resources are directed to the housing needs of Albertans in an efficient manner. |

## PERFORMANCE MEASURES

The ministry assesses its performance in achieving the goals of each core business through a range of performance measures. In the following charts, the ministry key performance measures have been grouped under two overall "measures". Past results and targets are included where available.

### MEASURE: SATISFACTION

| | Results 1998-1999 | Results 1999-2000 | Target 2001-2004 |
|---|---|---|---|
| Satisfaction of seniors with information provided:<br>• Seniors Information Line<br>• Seniors Services Centres<br>• *Programs and Services for Seniors* booklet<br>(Core business #1, Success factor #1) | Methodology revised | Methodology revised | To be established |
| Satisfaction of departments and agencies with the ministry's leadership and collaboration, and with the information, advice and analysis received<br>(Core business #1 and #2, Success factor #1) | 85.7% | 86.7% | 95% |
| Satisfaction of seniors housing clients with quality of accommodation and, where appropriate, services provided:<br>• Seniors lodges clients<br>• Self-contained housing clients<br>(Core business #1, Success factor #1) | New measure | Methodology revised | To be established |
| Satisfaction of family and special purpose housing clients with quality of accommodation and, where appropriate, services provided<br>(Core business #2, Success factor #1) | New measure | Methodology revised | To be established |

### MEASURE: QUALITY OF LIFE

| | Results 1998-1999 | Results 1999-2000 | Target 2001-2004 |
|---|---|---|---|
| Percentage of eligible seniors receiving the Alberta Seniors Benefit<br>(Core business #1, Success factors #2 and #5) | New measure | New measure | To be established |
| Percentage of eligible applicants receiving the Alberta Seniors Benefit<br>(Core business #1, Success factors #2 and #5) | 99.3% | 99.4% | 100% |

## Expense by Core Business

*(thousands of dollars)*

| | Comparable 1999-2000 Actual | Comparable 2000-01 Budget | Comparable 2000-01 Prelim. Actual | 2001-02 Estimates | 2002-03 Target | 2003-04 Target |
|---|---|---|---|---|---|---|
| **EXPENSE** | | | | | | |
| **Core Business** | | | | | | |
| Supporting the Independence and Well-being of Seniors | 177,789 | [illegible] | 193,803 | 227,280 | 199,643 | 203,090 |
| Supporting Family and Special Purpose Housing Needs | 119,992 | 116,697 | 124,317 | 129,784 | 118,558 | 118,914 |
| **MINISTRY EXPENSE** | 297,781 | 304,503 | 318,120 | 357,064 | 318,201 | 322,004 |

## Ministry Statement of Operations

*(thousands of dollars)*

| | Comparable 1999-2000 Actual | Comparable 2000-01 Budget | Comparable 2000-01 Prelim. Actual | 2001-02 Estimates | 2002-03 Target | 2003-04 Target |
|---|---|---|---|---|---|---|
| **REVENUE** | | | | | | |
| Transfers from Government of Canada | 66,337 | 64,700 | 65,000 | 65,358 | 65,558 | 65,936 |
| Investment Income | 1,361 | 1,400 | 1,750 | 1,075 | 909 | 849 |
| Other Revenue | 16,372 | 8,836 | 11,250 | 7,255 | 6,044 | 4,670 |
| **MINISTRY REVENUE** | 84,070 | 74,936 | 78,000 | 73,688 | 72,511 | 71,455 |
| **EXPENSE** | | | | | | |
| **Program** | | | | | | |
| Supporting the Independence and Well-being of Seniors | 175,392 | 185,298 | 191,270 | 224,003 | 196,156 | 199,526 |
| Supporting Family and Special Purpose Housing Needs | 59,550 | 60,366 | 68,973 | 78,433 | 71,610 | 73,050 |
| Ministry Support Services | 3,484 | 3,695 | 3,733 | 4,877 | 5,200 | 5,319 |
| Valuation Adjustments and Other Provisions | 203 | 164 | 164 | 164 | 164 | 164 |
| **Program Expense** | 238,629 | 249,523 | 264,140 | 307,477 | 273,130 | 278,059 |
| **Debt Servicing Costs** | | | | | | |
| Alberta Social Housing Corporation | 59,152 | 54,980 | 53,980 | 49,587 | 45,071 | 43,135 |
| **MINISTRY EXPENSE** | 297,781 | 304,503 | 318,120 | 357,064 | 318,201 | 322,004 |
| Gain (Loss) on Disposal of Capital Assets | 1,608 | 15,972 | 8,124 | (370) | 1,745 | 3,990 |
| **NET OPERATING RESULT** | (212,103) | (213,595) | (231,996) | (283,746) | (243,945) | (246,559) |

## Consolidated Net Operating Result

*(thousands of dollars)*

| | Comparable 1999-2000 Actual | Comparable 2000-01 Budget | Comparable 2000-01 Prelim. Actual | 2001-02 Estimates | 2002-03 Target | 2003-04 Target |
|---|---|---|---|---|---|---|
| Ministry Revenue | 84,070 | 74,936 | 78,000 | 73,688 | 72,511 | 71,455 |
| *Inter-ministry consolidation adjustments* | (1,322) | - | (6,933) | 368 | - | - |
| **Consolidated Revenue** | 82,748 | 74,936 | 71,067 | 74,056 | 72,511 | 71,455 |
| Ministry Program Expense | 238,629 | 249,523 | 264,140 | 307,477 | 273,130 | 278,059 |
| *Inter-ministry consolidation adjustments* | (2,865) | - | (5,289) | (8,716) | - | - |
| **Consolidated Program Expense** | **235,764** | **249,523** | **258,851** | **298,761** | **273,130** | **278,889** |
| Ministry Debt Servicing Costs | 59,152 | 54,980 | 53,980 | 49,587 | 45,071 | 43,135 |
| **Consolidated Expense** | 294,916 | 304,503 | 312,831 | 348,348 | 318,201 | 322,004 |
| Gain (Loss) on Disposal of Capital Assets | 1,608 | 15,972 | 8,124 | (370) | 1,745 | 3,990 |
| *Inter-ministry consolidation adjustments* | (2,865) | - | (5,289) | (8,716) | - | - |
| **CONSOLIDATED NET OPERATING RESULT** | (213,425) | (213,595) | (238,929) | (283,378) | (243,945) | (246,559) |